



ABOVE • Connor (l) and Evan Granrud pick a winner on Earth Day. See story and more photos on p. 5.

nih record

NIAID Has New Lab Complex

Bldg. 33 Dedicated to Congressman C.W. Bill Young

By Belle Waring

The C.W. Bill Young Center for Biodefense and Emerging Infectious Diseases was dedicated May 2 in honor of 18-term Congressman Young (R-FL), chair of the House appropriations subcommittee on defense. The brilliant spring afternoon found a crowd of friends, colleagues and admirers gathered beneath a canopy outside the new laboratory complex, built for the National Institute of Allergy and Infectious Diseases. The 4-story, 84,000-net-square-foot integrated research facility was named for the man whom NIAID director Dr. Anthony Fauci called “one of the most important figures responsible for doubling the NIH budget.”

Fauci was joined onstage by NIH director Dr. Elias Zerhouni as well as HHS Secretary Michael Leavitt and Rep. Ralph Regula (R-OH), chair of the House appropriations



Rep. C.W. Bill Young (l) accepts an etching of Bldg. 33 from NIH director Dr. Elias Zerhouni.



Gowning up is part of the kids' fun.

Hundreds Take Their Children to NIH for A Day

By Rich McManus

On the typical workday at NIH, the most underrepresented minority on campus is children. Once a year, however, Take Your Child to Work Day remedies that situation. The sight of children in the hallways and sidewalks of campus is slightly jarring, like when a college student—inured to the company of peers—wanders past a day care center and suddenly

SEE CHILDREN AT WORK, PAGE 4

A Princess Diary: **Memoirs from the Cherry Blossom Festival**

By Emily Carlson

Once upon a time—well, just a few weeks ago—I was a princess. That may sound hard to believe, but I have five tiaras and a pink sash to prove it.



The author as royalty

The first week of April, I assumed the throne as a National Cherry Blossom Princess. I shared my title with about 60 others, each representing a different state, U.S. territory or foreign country. At 27, I was the oldest princess; most had yet to graduate from college. Also unlike them, I actually come from royal cherry blossom blood. I'm a distant first cousin of First Lady Helen Herron Taft, who planted the initial cherry trees along the Tidal Basin in 1912—today, more than 3,600 of these trees line the waterfront.

SEE PRINCESS, PAGE 10

features

	1
Florida Congressman Young Is Honored with NIH Building	
	3
Riley, Solowey Lectures Upcoming	
	5
'IT' Is Officially Identified During NIH Earth Day Events	
	16
CSR Director Tears Down Walls, Adopts 'Open Door' Policy	

departments

Briefs	2
Milestones	12
Training	14
Volunteers	15



The NIH Record is published biweekly at Bethesda, MD by the Editorial Operations Branch, Office of Communications and Public Liaison, for the information of employees of the National Institutes of Health, Department of Health and Human Services. The content is reprintable without permission. Pictures may be available upon request. Use of funds for printing this periodical has been approved by the director of the Office of Management and Budget through September 30, 2006.

NIH Record Office
Bldg. 31, Rm. 5B41
Phone (301) 496-2125
Fax (301) 402-1485

Web address
<http://www.nih.gov/nihrecord/>

Editor
Richard McManus
rm26q@nih.gov

Assistant Editor
Carla Garnett
cg9s@nih.gov

Staff Writer
Belle Waring
bw174w@nih.gov

The NIH Record reserves the right to make corrections, changes, or deletions in submitted copy in conformity with the policies of the paper and HHS.

♻️ The NIH Record is recyclable as office white paper.

briefs

Asian, Pacific Islander Dance Program, May 26

The second part of this year's NIH Asian and Pacific Islander American Heritage Month Observance will be held in the Clinical Center's Masur Auditorium on Friday, May 26 from 5 to 6:30 p.m. The cultural program will feature Chinese, Indian, Korean and Japanese dances and music. All are welcome.

Scheduled performers include the Washington Jin Ling Chinese Dance Academy, Natyabhoomi School of Dance, Peace Mission Dance Group and the Onoe Rya Dance Enterprises—Kikuyuki Dancers. NIH deputy director Dr. Raynard Kington will present opening remarks. NIAAA director Dr. Ting-Kai Li will give the keynote address and NIMH deputy director Dr. Richard Nakamura will emcee the program.

Afterward, a reception will be held in the old Visitor Information Center exhibit gallery; guests can meet performers and sample Asian pastries.

The event is sponsored by the NIH Asian and Pacific Islander American Organization and the Office of Equal Opportunity and Diversity Management. Sign language interpretation will be provided. Those needing reasonable accommodation to participate should contact Carlton Coleman at (301) 496-2906. For more information contact Prahlad Mathur at (301) 435-4618 or Cyrus Salazar at (301) 496-1416.

NLM Lectures Put 'Genomics in Perspective'

A few talks still remain in NLM's lecture series, "Genomics in Perspective," which presents historical and social science views on genomics. Each event features a lecture by a historian or social scientist, a response by a physician, scientist or policy maker and a discussion period. Admission is free and all are welcome. All lectures start at 4 p.m. and are held in Lister Hill Auditorium, Bldg. 38A.

June 6, "Genes and Disease: The Rise of Genomic Medicine in the United States," by Prof. Susan Lindee, University of Pennsylvania, with response by Dr. Alan Guttmacher, NHGRI deputy director.

June 13, "Depicting Pasts, Projecting Futures: Making Histories of the New Biology," by Prof. Steven Hilgartner, Cornell University, with response by Dr. Eric Green, NHGRI scientific director.

June 20, "The Molecular Reinscription of Race: New Technologies Re-Generating a Dead-End Debate," by Prof. Troy Duster, New York

University, with response by Dr. Vivian Ota-Wang, program director, Ethical, Legal and Social Implications Research Program, NHGRI.

Career Conference for Postdocs, May 23

NIH is among a number of science agencies sponsoring a 1-day conference on Tuesday, May 23, to connect federal lab postdocs with regional businesses. The program is designed to help postdocs find career growth opportunities in the area. It will be held at the University of Maryland Shady Grove campus from 8:30 a.m. to 4 p.m. For more information contact Terry Lynch at NIST, (301) 975-2691 or jtlynch@nist.gov.

Walk Up One, Down Two, To Save Energy

With energy costs on the rise, even small steps taken by employees can, when added together, have a positive effect. One way to both conserve power and get some exercise is to use the stairs instead of the elevator for short trips.

While it is hard to quantify how much energy is used by an elevator—much depends on how many floors are in the building, the allowed weight in the elevator and the type of elevator—it is much easier to determine out how much energy you use when you take the stairs. Walking up and down stairs for 5 minutes burns about 50 calories.

NIH's Division of Environmental Protection recommends that, when visiting a building with an elevator, employees make it a regular practice to take the stairs. Use the following rule of thumb: walk up at least one flight of stairs and down two flights of stairs. Not only will you conserve energy, you will also give yourself a big exercise boost.

Seminar on 'Emotional Intelligence'

The Work and Family Life Center will hold a seminar titled, "Emotional Intelligence," on Thursday, June 1 from noon to 2 p.m. in Bldg. 31, Rm. 6C10. What is emotional intelligence (EI)? It captures what "smarts" doesn't, e.g., initiative, adaptability, collaboration and performance improvement drive. Learn how EI can be critical to your career development and professional success and then begin to identify ways to enhance your personal EI.



Dr. David Mechanic (PHOTO: DENNIS CONNORS, 2001)

Mechanic To Give First Riley Lecture

Dr. David Mechanic of Rutgers University will deliver the inaugural lecture named for noted NIH social scientist Matilda White Riley at 3 p.m., Monday, May 22 in Wilson Hall, Bldg. 1. His lecture on "Population Health: Challenges for Science and Society," is the first in a series established by the Office of Behavioral and Social Sciences Research following the death of Riley in 2004 at age 93 to honor her extraordinary life and work in behavioral and social research.

Mechanic's research as Rene Dubos university professor of behavioral sciences and director of the Institute for Health, Health Care Policy, and Aging Research at Rutgers focuses on social aspects of health and health care, with an emphasis on the patient's perspective. He will discuss factors that influence population health, how such influences intersect in complex ways and the opportunities and constraints in addressing important health problems at many levels, from biology to social structures. Much of the lecture will examine health disparities, including black/white infant mortality differences over the past half century and the relationship between social class and benefits from medical advances. The lecture will conclude with a discussion on the non-medical factors involved in health and mortality.

A member of the Rutgers faculty since 1979, Mechanic served as dean of the faculty of arts and science, and he directs the NIMH Center at Rutgers for Research on the Organization and Financing of Care for the Severely Mentally Ill. He is also director of the Robert Wood Johnson Foundation Investigator Awards Program in Health Policy Research. He is a past member of the National Advisory Council of the NIA. Honors include membership in the National Academy of Sciences, the National Academy of Arts and Sciences and the Institute of Medicine. He received his Ph.D. in sociology from Stanford University.

The Matilda White Riley Award and lectureship honors a scholar whose research has contributed to behavioral and social scientific knowledge and/or the application of this knowledge to the NIH mission. ●

Solowey Awardee McConnell To Lecture, May 26

The wiring of neuronal circuits occurs early in development of the brain, and Dr. Susan McConnell and her group at Stanford University have identified many of the molecular cues for this precise construction job. On Friday, May 26 at noon in Lipsett Amphitheater, Bldg. 10, she will be honored for her work by receiving the 2006 Mathilde Solowey Award in the Neurosciences and delivering a lecture titled, "Assembling a Neural Circuit: Wiring Up the Brain During Development."



McConnell has been trying to understand how neurons in the developing cerebral cortex are produced, assigned specific identities and wired together into functional circuits. She and members of her lab have found that the fates of cortical neurons are determined by the time of their final cell division and that cortical progenitor cells progressively lose their competence to respond to fate-inducing cues over time. Time-lapse imaging studies have shown asymmetric cell divisions and the tangential path of cortical neurons en route to their final destinations. Cell biological studies of neuronal migration have demonstrated critical roles for the microtubule and actin/myosin cytoskeletons in regulating cell movement. Finally, McConnell and colleagues have used genetic methods in the mouse to demonstrate that the zinc finger transcription factor *Fez1* regulates the axonal extensions of layer-5 corticospinal neurons and that BMP and FGF signaling play an important role in early telencephalic patterning and development.

McConnell's research has uncovered the processes that generate formation of precisely wired circuits underlying complex behaviors. This understanding will provide insights into the causes of developmental brain disorders in humans, including schizophrenia, and may ultimately suggest strategies for treating such disorders.

McConnell is the Susan B. Ford professor of biological sciences at Stanford. She received her A.B. degree from Harvard University in 1980 and was awarded her Ph.D. in 1987 from Harvard, where she worked with Simon LeVay. Following postdoctoral training with Carla Shatz at Stanford University School of Medicine, McConnell joined the Stanford faculty in 1989. She has been a Searle scholar, a Pew scholar, a McKnight scholar and a McKnight investigator. She has gained recognition for her research and teaching skills, receiving the Society for Neuroscience Young Investigator Award, a National Science Foundation Presidential Faculty Fellowship and the Walter J. Gores Award for Excellence in Teaching at Stanford. This year she is inaugural lecturer for the Eric Shooter Lecture Award series, sponsored by the department of neurobiology at Stanford. ●



CHILDREN AT WORK

CONTINUED FROM PAGE 1



Top left, right:

Youngsters practice various procedures on fake patients at the Clinical Center.

Above:

Lab demonstrations—among the day's most popular attractions—fascinate participants.

PHOTOS: ERNIE BRANSON

realizes that the entire world is not age 18-35.

The day can prove exhausting to parents and guardians. One contractor who pedaled to work with his son on Apr. 27 tried to enter the security fence Noah's Ark-style, two at a time. Already hampered by the awkwardness of piling themselves and their bikes into the small antechamber, the duo was further stymied by a voice over the intercom: "One entrant at a time, please."

Once inside the fence, the menu of attractions was largely satisfying. Among the most highly sought activities were those allowing children to don protective clothing, such as gowns and masks. At the tour of Bldg. 6B's rodent and aquatic facility, guests had to put on Tyvek suits, hair nets, face masks and booties before crossing the threshold of the rodent rooms. The get-up was half the fun of visiting, and staff kindly made the throw-away suits available to those who wanted them as post-tour souvenirs.

Although the day's events were designed to follow a time table, many venues simply welcomed all who dropped by. Over at NLM's high performance computing center, visitors could video-conference in real time with scientists at research centers around the world. As fascinating as it was to watch themselves being instant-

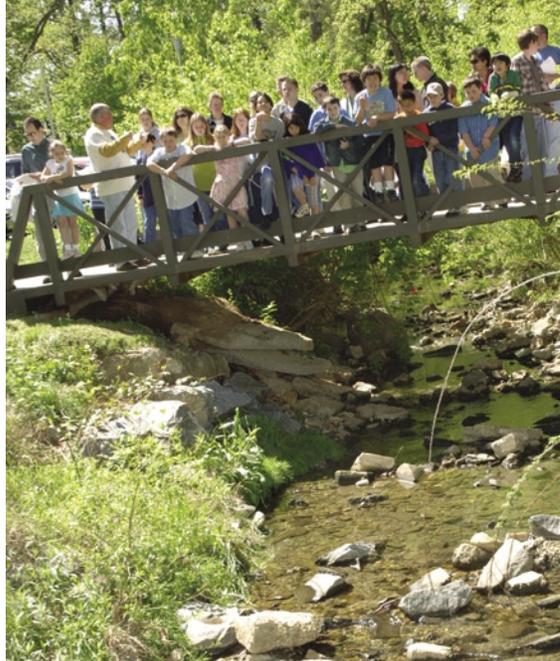
ly beamed to labs in Puerto Rico and New Mexico, the children found equally enjoyable the chance to swap greetings, jokes, jibes and instant artwork via computer screens the size of whiteboards.

One of the beauties of the day is that, simply by being itself, NIH can be fascinating to kids. The Visible Proofs exhibit now on view in Bldg. 38 wasn't put up expressly for youngsters; anyone can go there and see a first-class explanation of the roots of forensic medicine.

Similarly, the Clinical Center complex is always interesting to tour, and can widen the eyes of even a cynical middle-schooler. On its highest floors, the hospital offers views of Sugarloaf Mountain to the north, Tyson's Corner to the west, the Mormon Temple and Silver Spring to the east and Washington National Cathedral to the south. On Apr. 27, there was a gala on the first floor for visiting fellows, and kids could wonder why the embassies of Ireland and Korea were represented in NIH's hallways. In Lipsett Amphitheater, a vendor was explaining a sophisticated new way to run multi-well assays; just outside the door, trays full of snacks beckoned lecture attendees. There was free food, too, at the visiting fellows event. Take-home message? NIH employees snack abundantly and often.

Campus concession stands and cafeterias did a land office business; the cafeteria in Bldg. 31 had a popular pizza-and-soda combo.

As the day wound down, many adults looked done in. Some doubtless returned home that evening to find unsympathetic partners declaring, "See what I deal with every day?"



Observances Dovetail, Fun Doubles
Take Your Child to Earth Day

By Belle Waring

On Apr. 27, under a vivid spring sky, NIH celebrated Earth Day, dovetailing it with Take Your Child to Work Day, an annual event designed to introduce employees' children to science and biomedical research. Strolling through tented booths on the lawn of Bldg. 1, employees along with their kids explored displays on creek protection and restoration, energy conservation, alternative fuel vehicles, radiation safety, waste management, the NIH Bicycle Commuter Club, the Mercury-Free NIH campaign and other environmental protectives. The synergy of the two spring festivals expanded the biomedical focus to include environmental education for kids—and their grownups.

It was a blast.

Dressed in blue scrubs, stethoscope looped around his neck, Kevin Cole accompanied 8-year-old Briahna to the events. A respiratory therapist in critical care, Cole explained why he brought his daughter along: "Other than her begging me to take her? She counted down the days!" he said. She



Top left:

Stream restoration project tours were standing room only.

Top right:

Connor (l) and Evan Granrud learn how some bugs are used as water-quality indicators.

Bottom:

Briahna Cole (l), Chanel Allen (c) and Shakia Day make new friends, including toads, tadpoles, mayflies and other pals from the pond.

PHOTOS: BILL BRANSON

looks up to dad in his work, of course; but his patients in the CC don't include the toads and other critters Briahna examined in the Urban Forest Conservation Plan display, which segued into a tour of the NIH watershed and stream. It's all part of a proactive environmental management system designed to make the agency more Earth-friendly, said Kenny Floyd, director, Division of Environmental Protection, ORF.

SEE EARTH DAY, PAGE 6

**Earth Day Contest Results:
 What 'IT' Is**

On Apr. 7, the *NIH Record* published a strange-looking picture and asked readers to identify what "IT" was and explain how IT related to NIH's mission and Earth Day.

Stacey L. Brown, a research assistant in the unit on sensory coding and neural ensembles, NICHD, gave the first correct and complete answer: "This is a close-up picture of a Hoodia flower that attracts flesh flies, which the plant uses as pollinators. This plant is a succulent found in Namibia and South Africa and is well known for being a natural appetite suppressant. The San tribesmen have used this plant to stop hunger and thirst. This plant is very rare and highly protected. It is very important to save as this plant may be a key to helping fight the world's rising obesity problem. This alone makes a huge statement about the importance of protecting the environment and saving species of plants (and animals) that may hold other secrets to help fight disease."

The only contest entrant to give the correct species name—*Hoodia jutatae*—was Merel Schollnberger, supervisory metabolic dietitian at the Clinical Center.

Additional winners who gave complete and correct answers are: Keith Ball, ORS; Jennifer Dickey, NCI; Christine Enders, ORS; Lissette Capri, Columbia University; Lisa Harper, ORS; Star Kline, OD; Alexander Peterson, NCI; Weston Ricks, OD; Kelvin Wilson, ORF; Shantadurga Rajaram, NINDS; Charlie Wainscott, NLM; and Xiuli Xi, NHLBI.—Ed Rau





EARTH DAY
CONTINUED FROM PAGE 5



NIAID's Tom McCarty brought daughter Hannah, age 9, to tour the booths, which included Geiger counters, kids' artwork made from discarded objects, and tips on recycling. "We're going to a presentation, and then I'm taking her up to my lab," he said, noting that while the lab may not always be the safest place for kids, the lawn offered a great place for them to hang out and learn.

Meanwhile, Ben Franklin, celebrating his 300th birthday, fielded kids' questions on electricity, while the Mad Hatter, desperately seeking mercury as part of NIH's Hg elimination campaign, paused to offer a cool sticker to 9-year-old Raiquon Coates. His mom, Regina Coates, an administrative assistant in the CC, said:

"Raiquon was interested in seeing what I do, what other people do and what methods he could use to deal with pollution, to take care of Earth. And I wanted to give him some insight for a career that he might choose."

High noon saw the presentation of awards to those who had ID'd the mysterious plant "IT" and why IT makes an important statement about protecting our environment (see sidebar). "I want to know how anyone knew [the contest answer]," joked NIH deputy director Dr. Raynard Kington. He then turned to accept an honor on behalf of the entire NIH community as Emily Pickren of Montgomery County's Office of Recycling presented an award for outstanding achievement in recycling.

Top left:
Using Geiger counters, kids listen to the pigments in vintage-'50s dinnerware.

Top middle:
A youngster learns how mom can get to work in ways that are Earth-friendly.

Top right:
The Mad Hatter (a.k.a. Capt. Ed Rau) presents a sticker for NIH's mercury elimination campaign to Raiquon Coates and mom Regina.

Above:
Katie Williams and dad Richard show off sculpture she created from recycled materials.



Enjoying Earth Day at NIH are (from l) Kenny Floyd with "IT" contest winners Stacey L. Brown, Kelvin Wilson and Charlie Wainscott; "Mad Hatter" Rau and "IT" (a.k.a. the hoodia) with NIH deputy director Dr. Raynard Kington; NIH Deputy Director for Management Colleen Barros; Juanita Mildenberg, acting director of the Office of Research Facilities; and Ben Franklin (a.k.a. Barry Stevens).

NIEHS Employees Support Polymorphism Registry

Some 420 people showed up in just 1 week, each leaving behind a few teaspoons of blood for the NIEHS Environmental Polymorphism Registry and tucking a crisp \$20 bill into their pockets as they left.

But it was not the money alone that lured NIEHS staff in for the donation. Many employees said they felt it was their responsibility to donate to biomedical research, and some recruited family members to register as well.

Employee Judy Hanson and her 25-year-old son Tony Belch enrolled. He said he participated because the research could lead to breakthroughs that could help millions of people, even save lives somewhere down the line. Hanson said it is exciting to be part of DNA research and thinks it is a great opportunity to help scientists better understand the disease process.

Heather Vahdat, assistant manager of the clinical research program at Integrated Laboratory Systems, which will handle the recruitment, blood sample collection and DNA isolation, said she was impressed with NIEHS participation.

In Rodbell Auditorium, people at five recruiting stations performed intake functions. They explained the study, gathered data and provided and administered consent forms.

When it's all said and done, the registry will have about 20,000 samples that will provide DNA and data to researchers looking for genetic clues to disease. The registry is being created in collaboration with University of North Carolina investigator Paul Watkins, director of the UNC General Clinical Research Center.

Participants were recruited at UNC clinics and at corporations in the Research Triangle area and outlying counties. Patricia Chulada, program administrator in the NIEHS clinical program, said enrollment will continue for about 5 years, or until the 20,000 samples are collected.

According to the consent information, each donor's personal information—name, gender, birthday, address, telephone number and email address—will be entered into the registry's database. DNA will be extracted from the blood sample, processed anonymously, encoded with a secret identification number and placed in the DNA bank.



The DNA in the registry will be archived for up to 25 years. During that time, NIEHS and UNC researchers will use the DNA to look for genetic differences that might be associated with common health conditions like diabetes, heart disease and cancer. Plans are under way to allow Duke researchers access to the DNA as well. Researchers who find a genetic difference of interest may investigate further by asking those donors to participate in a follow-up study, Chulada said.

Signing the consent form for the registry does not mean a donor will automatically be included in follow-up studies. These studies will require several different levels of review before the samples are decoded and donors are called back. Nobody who participates in the registry will be identified in any report or publication resulting from use of the registry, the consent form said.

To protect the privacy of donors, study officials obtained a Certificate of Confidentiality from NIH, which is valid for the duration of the study. The certificate means researchers cannot be forced to disclose information that may identify anyone in the study.—**Colleen Chandler** 🗣️



Left:

Employee Veronica Godfrey, who says she doesn't like needles, braved the phlebotomist to participate in the NIEHS Environmental Polymorphism Registry. Joan Jacobs of Constella Health Services was one of five phlebotomists collecting blood samples at the NIEHS recruitment.

Right:

Heather Vahdat, the study manager for the NIEHS registry

Right:

The C.W. Bill Young Center for Biodefense and Emerging Infectious Diseases viewed from the northeast

Below:

Rep. Ralph Regula (I, R-OH) and Young (R-FL) receive a warm welcome from Zerhouni.

Bottom:

Young is congratulated by NIAID director Dr. Anthony Fauci. Young's namesake facility will house about 250 research and support staff from NIAID.

PHOTOS: BILL AND ERNIE BRANSON



BLDG. 33 DEDICATED

CONTINUED FROM PAGE 1



subcommittee on Labor, HHS, Education. Each praised Young's dynamism, foresight and generous support of NIH. Among the guests were Hon. Gianni Castellaneta, Italy's ambassador to the United States; Stewart Simonson, assistant secretary for public health emergency preparedness; Former Congressmen Paul Rogers and John Porter; Donald Arthur, surgeon general of the Navy; Brian Gragnolati, president and CEO of Suburban Hospital; and Capt. Robert Hartzman, director, C. W. Bill Young Marrow Donor Recruitment and Research Program, Bone Marrow Registry, Naval Medical Research Center.

A video introducing the center and narrated by Fauci opened the event. Making it musical were "The President's Own" U.S. Marine Band Brass Quintet and the Washington Symphonic Brass.

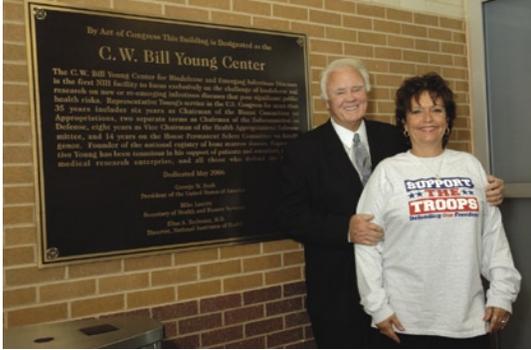
Young, a staunch supporter of NIH, served on his committee's health appropriations subcom-

mittee for over 20 years, and for 6 years as chair of the full House appropriations committee, overseeing the entire U.S. discretionary budget. He and his wife Beverly are tenacious advocates for an array of public health programs. In 1986, they founded the National Marrow Donor Program, with a current volunteer registry of over 5 million people.

Research conducted in the structure that bears his name will focus on naturally occurring microbes including influenza and avian influenza viruses, multi-drug-resistant tuberculosis and anthrax bacteria, and insect-borne viruses such as West Nile and dengue. Also under study will be pathogens that can be deliberately deployed as noxious agents. The research goal is to create new diagnostics, treatments and vaccines that will strengthen and sustain public health preparedness.

The Young Center includes labs, animal care areas, offices, conference rooms and a cyberlibrary, and will house 250-275 NIAID research and support staff. No labs have yet moved in. By the end of this summer, the plan is to transfer portions of the Laboratory of Viral Diseases, the Laboratory of Clinical Infectious Diseases and the Laboratory of Infectious Diseases, as well as the entire Laboratory of Bacterial Diseases.

The facility, which contains biosafety level 2 and level 3 labs, is set back from both internal NIH and public access roads, and is engineered for state-of-the-art high containment and resistance to blasts. Its flexible design anticipates and can accommodate changes in research priorities as they arise. The cost of the proj-



Young and wife Beverly stand beside the new lab complex that now bears his name.

ect, including a 1,250-car garage (MLP-10), is \$182.6 million.

Thanking Young for his support, Zerhouni said, "I'm touched by the fact that he always connected health and defense. Bricks, glass and steel are not possible without the support of Congress. This project was built on time and on budget, thanks to many dedicated public servants."

Zerhouni also lauded Young for recognizing that "a healthy civilian workforce is key to our defense. This building is a very small tribute... We wish we could do more for you, sir, and we are very honored to have you and Mrs. Young with us today."

"I have heard no complaints about money appropriated for NIH," Young responded warmly, after thanking all present. "Occasionally we'll be asked to throw money at some problem, but it doesn't always solve the problem. The money here is put to good use. It produces," he stressed. "Securing America's health is a major part of securing America."

In tribute, Zerhouni presented Young with former NIH'er Brent Jaquet's original etching of the building, as well as an American flag that had flown atop the Capitol.

From Fauci, Young also received a certificate commemorating his "unwavering support." Young's wife, his stalwart partner in public health advocacy, accepted a bouquet of yellow roses. 📍

Young and Fauci enjoy a reception held on the plaza of Bldg. 33 after the dedication ceremony.



NINDS Hosts Radio Media Tour to Raise Stroke Awareness

In recognition of May as National Stroke Awareness Month, NINDS is sponsoring a radio media tour featuring Dr. Richard Benson, program director in the NINDS Office of Minority Health and Research, and Dr. Jose Merino, a staff clinician in the stroke diagnostics and therapeutics section.

The tour—part of the institute's "Know Stroke. Know the Signs. Act in Time." public education campaign—includes both live and taped interviews on radio stations across the country and is expected to reach an audience of more than 16 million people. During the interviews, Merino and Benson inform listeners



Dr. Richard Benson, program director in the NINDS Office of Minority Health and Research, takes calls during a radio media tour to raise stroke awareness.

about the increased incidence of stroke among Hispanics and African Americans, and the importance of recognizing the signs and symptoms of the disease and of calling 911 immediately.

NINDS also expanded its campaign with a grassroots education program called "Know Stroke in the Community." The NIH-CDC program targets cities that have a high incidence of stroke; a large population of African Americans, Hispanics and seniors; and excellent health care systems to treat acute stroke patients. In each city, NINDS identifies and trains more than a dozen "stroke champions" and asks them to bring stroke education messages and materials

out to these key communities. This month, Atlanta will become the 10th city to participate in the program.

Stroke occurs in more than 700,000 people in the United States each year and is the third leading cause of death for all Americans. For African Americans, the disease is more common and more deadly than for any ethnic or racial group in the U.S. Hispanics ages 35 to 64 are 1.3 times more likely to have a stroke than whites in the same age group.

The goals of the tour are to increase the very low numbers of stroke patients—especially in the Hispanic and African-American communities—who get to the hospital in time to receive the most effective treatment possible, which may spare them from lifelong disability, and to stress the importance of knowing the signs and symptoms of stroke.—Shannon E. Garnett

PRINCESS

CONTINUED FROM PAGE 1



Right:

Here, Illinois has a photo opportunity with the Ambassador of Japan.

Before coronation, the princesses needed to meet a few requirements: We each had to buy skirt suits the color of Easter eggs, ball gowns that looked bridal and heels that didn't cripple our feet. With all the jeans and t-shirts in my wardrobe, I felt like Cinderella on a shopping spree. We also attended a princess etiquette class, where we learned the royal way to sit, stand and wave.

Our reign would last just one week, beginning with the lighting of a 300-year-old stone lantern from Japan and ending with the annual parade where we march with cadets carrying flags. Instead of nametags, we wore sashes that displayed the names of the locations we represented. These places became our nicknames—and those of our associates. When Michigan saw an older woman with Guam, she asked, "Are you Mrs. Guam?"

I was Illinois. Although I've never lived in the state, I was more than qualified to wear its sash, according to the Illinois State Society. My parents grew up outside of Chicago, I had passed through O'Hare airport and I knew a popular member of the board. Other princesses shared a similar history, including Sweden, whose last name is Fernandez.

Like most royalty, we traveled in a motorcade escorted by police—the same cops who shield President Bush on his rides through the city. Most drivers didn't realize our royal status and cut us off after the first set of sirens passed by. Others, though, waved or stopped to have their pictures taken in front of our parked bus, which carried a big sign reading "Cherry Blossom Princesses." We regretted the day when we once again would have to sit in traffic.

Our daily schedules were packed, mine often flanked by hour-long rides on the Metro. Around 7:30 each morning, we met at our Georgetown palace (the Fairmont Hotel) for sash pick-up and wardrobe inspection. An hour later, we were on our way to tour national landmarks like the Kennedy Center, Ben's Chili Bowl, the State Department, the FBI and the White House. We didn't spot the President or

his wife, but we did have the chance to pet their dog Miss Beazley.

We also made the rounds at schools, where we donated books and read to children. At the Kendall Demonstration Elementary School, which teaches students who are deaf or hard of hearing, we learned to sign our names and ask "How are you?" To sign "queen," trace the line of a sash across your chest.

Between our history lessons and community service, our carriage took us around the world. We traveled to the embassies of Armenia, Greece, Slovakia, Thailand, Sweden and Japan. Here, we tasted new foods, spoke new languages and discovered new places to visit (Slovakia is next on my list). Often, the international princess sponsored by the embassy offered a rundown on her country.

In Japan, it's customary to give small gifts to new friends and hosts. And because the Cherry Blossom Festival celebrates the rich histories shared by the United States and Japan, we were lavished with presents. The first day, we spent an hour opening gifts from all the other princesses. They ranged from seashell necklaces to chocolate-covered pecans.

The crowning event happened the night before the parade, when we donned our white dresses and long satin gloves to attend the grand ball. After enjoying sushi and sake, the princesses lined up on a stage to find out who would be queen—and receive a gold crown, pearls and an all-expense paid trip to Japan. Our chances didn't depend on looks, smarts or attitude. It all came down to the spin of a wheel marked with U.S. states or territories (international princesses were ineligible).

I've never been very lucky.

By noon the next day, my life was back to pumpkins, so to speak. I packed away my sash, took my suits to the cleaners and made the last update on my web log, www.illinoisprincess.blogspot.com. I may no longer be a princess, but I'll always remember my fairy tale week happily ever after. 🍷



Dr. Jennifer Eng-Wong, a medical oncologist at NCI, recently began a study exploring whether exercise can affect a person's risk of developing different types of cancer.

Study Needs Volunteers at Increased Breast Cancer Risk

By Dorie Hightower

In order to reduce the risk of breast cancer, you might want to hit the gym, or simply walk a few more steps every day. Numerous studies suggest that people who exercise are less likely to get breast cancer. That's why the National Cancer Institute is conducting a study to see the effect that exercise has on inactive women who are at risk of getting the disease.

Based on recent evidence that exercise can affect a person's risk of developing different types of cancer, Dr. Jennifer Eng-Wong, a medical oncologist at NCI, recently began a study to find out more. Eng-Wong is looking for women between the ages of 18 and 75 who do not exercise regularly and are at high risk for breast cancer or have survived breast cancer to participate in the 12-week study.

Eng-Wong said the study is different from previous studies in that it asks volunteers to perform the exercise on their own and work it into their daily lives.

In the first phase of the study, participants are asked to wear an electronic pedometer to measure the amount of walking they do in a week. At the end of the first week, if the pedometer shows that the participant's physical activity is less than approximately 30 minutes of exercise per day, she will most likely qualify for the second phase of the study, in which women are instructed to take at least 10,000 steps a week.

At the beginning and end of the study, doctors take routine fitness measurements like weight and body fat percentage, and also measure the women's hormone levels. Women who have higher levels of two hormones in particular, estradiol and IGF-1, have been found to be at a higher risk for breast cancer. If the results show that exercising can lower those hormone levels, it could offer a clue as to how to prevent breast cancer.

"I think the question in this study is can we get sedentary women at increased risk for breast cancer to increase their physical activity. That's really the primary goal. And then, following that, we are trying to get a sense of the mechanism of how exercise might decrease the risk for breast cancer," Eng-Wong said.

Other qualifications for the study may include: women who have had breast cancer and are currently cancer-free; women who have had an abnormal breast biopsy; or women who have a family history of breast cancer. Study-related tests are provided at no cost.

For more information contact Eng-Wong at (301) 496-5320, engwongj@mail.nih.gov, or Tyane Calhoun, (301) 402-0998, tcalhounm@mail.nih.gov.



NEI Sponsors 8th National Eye Health Education Conference

National Eye Health Education Program Director Rosemary Janiszewski (l) is shown here with Josefina Carbonell (c), assistant secretary for aging in the Department of Health and Human Services, and Neyal Ammary, NEHEP assistant director, during the 8th National Eye Health Education Conference. The 2006 conference was held in Santa Fe Mar. 22-25. The theme was, "Vision for the Future: Partnering Together." Eye health professionals and leaders from the U.S. and Canada participated, emphasizing leadership, collaboration and commitment to make vision a health priority.

milestones

Women's Health Expert Finnegan Retires

By Jan Ehrman

Without question, boredom has never entered her life—it's simply never been an issue. Long before the Women's Health Initiative became almost a household

name, Dr. Loretta Finnegan's research plate was overflowing—and health consumers, especially women and children, have reaped the benefits. She recently retired from NIH, where she served as medical advisor to Dr. Vivian Pinn, director of the Office of Research on Women's Health.

Well known in the fields of women's health and perinatal addiction, Finnegan received her medical degree from Hahnemann University (now Drexel University College of Medicine) in Philadelphia in 1964. She later earned honorary degrees from Chestnut Hill College, Ursinus College and the University of New England. She was a consultant to numerous federal and state agencies. Her academic and professional accomplishments were recognized by election to Alpha Omega Alpha Honor Medical Society.

Finnegan came to federal service in 1990 after a sabbatical in Paris from Jefferson Medical College, where she was professor of pediatrics and psychiatry. She was named associate director of the Office of Treatment Improvement and associate director for medical and clinical affairs of the Office of Substance Abuse Prevention in the Alcohol, Drug Abuse, and Mental Health Administration. "This was at a time when women's health issues were of increasing importance to the government," recalls Finnegan, who added that ORWH also was established in 1990.

In 1992, Finnegan was appointed senior advisor on women's health issues at the National Institute on Drug Abuse. From 1994 to 1997, she served as director of the Women's Health Initiative. Also, from 1994 to 2000, she was director of the WHI Community Prevention Study, NHLBI. In 1997, she was appointed medical advisor to Pinn.



The author or coauthor of more than 160 scientific publications on such topics as the pharmacologic effects of illicit substances in fetal and maternal populations, Finnegan has delivered over 900 presentations in the U.S. and abroad and has been a visiting professor in 18 foreign countries. She has received many awards from such groups as the American Medical Association, the American Academy of Pediatrics and the Society for Women's Health Research.

Finnegan is known for the development of a landmark program, Family Center, for pregnant, drug-dependent women and their children. The Finnegan score for neonatal abstinence is used widely in the U.S. and abroad.

In retirement, she has established Finnegan Consulting, Inc., which addresses education, research and treatment issues relating to women's health and perinatal addiction. She looks forward to her new pursuit, but says, "I will sincerely miss the academic atmosphere of NIH and the ability to always have an exchange of ideas with the institutes."

She will also pursue other interests such as tennis and spending more time with her four children (three physicians and one attorney) and grandchildren. "Over four decades, I've juggled a career and family responsibilities. Now I can dedicate more time to that large and wonderful family and manage my career in a relaxed fashion," Finnegan concluded.



Lipsky Honored by Japan Rheumatism Foundation

Dr. Peter Lipsky, chief of the NIAMS Autoimmunity Branch, was recently awarded the JRF International Award by the Japan Rheumatism Foundation. The award

recognizes investigators who have made outstanding international contributions to the advancement of rheumatology-related research. Additional criteria were leadership, mentoring and impact on rheumatologic practice. Lipsky joined NIAMS over 6 years ago from the University of Texas Southwestern Medical Center at Dallas. He has taken a leadership role in the development of new biological agents for the treatment of rheumatoid arthritis and has published extensively.



NIAAA's Calhoun Retires with 39 Years of Federal Service

By Janelle Everett

After a federal career spanning 39 years, Dr. Faye Calhoun, NIAAA deputy director, retired on Apr. 29.

She began her government service at the Food and Drug Administration in 1967 as a pharmacologist and continued to serve as special assistant to the deputy director and later as acting chief of the Extramural Program in the Bureau of Drugs. After serving 2 years as chief of grants administration and review at the National Institute on Occupational Safety and Health, Calhoun joined NIH in 1982.

Her love of toxicology attracted her to NIH, where her first position was scientific review administrator for the toxicology study section in the Division of Research Grants (now the Center for Scientific Review). In 1987, she became chief of the physiological sciences review section and provided oversight for 17 study sections. In 1989, Calhoun became deputy chief for review at DRG.

She came to NIAAA in 1995 as associate director for collaborative research and in 2003 rose to deputy director of the institute.

Calhoun facilitated interagency and international research and outreach initiatives and interacted with organizations interested in alcohol issues. "Translating research results into news that can be used and understood has been my goal in giving presentations to outside associations," she said.

During her tenure at NIAAA, she also oversaw a broad portfolio of projects that included chairing the interagency coordinating committee on fetal alcohol syndrome; developing an international program for fetal alcohol spectrum disorders; and overseeing National Alcohol Screening Day.

"One of the things that has made Dr. Calhoun so valuable to NIAAA is her ability to draw on decades of experience with federal science programs to shape institute initiatives and enlist the collaboration of other agencies and organizations," said Dr. Ting-Kai Li, NIAAA director. "She is an articulate spokesperson, and her devotion to the issues surrounding alcohol and health has done much to engage others in our community."

Calhoun has received many awards including the 2005 Heart Award from the Association of Addiction Professionals, two HHS Secretary's Awards and two NIH Director's Awards.

A native Washingtonian, she is looking forward to retirement and is excited about spending time at her homes in D.C. and Durham, N.C. She plans to stay involved in alcohol research and wants to learn to speak Spanish.

Calhoun said she will "miss the people the most and their random acts of kindness. I found some of the best people that I've ever worked with in my career at the NIH; they are very dedicated, open and supportive of new ideas and ways of working together."

NIGMS Grantees Grab Gairdner Awards

Two long-time NIGMS grantees have been named winners of the 2006 Gairdner Foundation International Award for extraordinary accomplishments in medical research. The awards are often referred to as "Nobel predictors" since nearly a quarter of Gairdner awardees have gone on to win the Nobel prize. This year's Gairdner recipients include Dr. Joan A. Steitz and Dr. Thomas D. Pollard, both of Yale University.

Steitz, Sterling professor of molecular biophysics and biochemistry, is being honored for her "discovery of the reactivity of autoimmune sera with nuclear riboprotein particles and elucidation of the roles of small nuclear RNAs in gene expression." An NIGMS grantee for the past 35 years, she also receives support from NCI.

Pollard, Sterling professor and chair of molecular, cellular and developmental biology, is being recognized for his "discoveries related to understanding the cytoskeleton of the cell and the basis of cell motility and its relevance to human disease." NIGMS has supported his research for 29 years.

Steitz and Pollard are among five individuals honored by this year's awards. Other NIH-supported winners include former long-time NIGMS grantee Dr. Ronald M. Evans of the Salk Institute for Biological Studies, who is now an NICHD, NIDDK and NHLBI grantee; and NICHD grantee Dr. Ralph Brinster of the University of Pennsylvania School of Veterinary Medicine.

The Gairdner awardees will receive over \$25,000 in prize money at a ceremony in Toronto in October. ●



Top:
Dr. Joan A. Steitz

Above:
Dr. Thomas D. Pollard

CIT Computer Classes

All courses are given without charge. For more information call (301) 594-6248 or consult the training program's home page at <http://training.cit.nih.gov>.

GeneGo's MetaCore	5/22
Security Auditor's Research Assistant (SARA) Basics	5/22
Analyzing Microarray Data Using the mAdb System	5/23-24
Budget Tracking	5/24
Partek: Visual and Statistical Analysis of Microarray Data with Partek Genomics Suite	5/24-25
Excel Topics - Formulas	5/25
Securing Web Applications	5/30
Security in the Application Development Life Cycle	5/30
FileMaker Pro 7/8 Basic	5/31
FileMaker Pro 7/8 Intermediate	6/1
Introduction to mAdb	6/1
NCBI's Blast Quick Start	6/1
Understanding the Grants Process	6/2

NIH Training Center Classes

The Training Center supports the development of NIH human resources through consultation and provides training, career development programs and other services designed to enhance organizational performance. For more information call (301) 496-6211 or visit <http://LearningSource.od.nih.gov>.

Cultural Diversity at NIH	5/23
Travel for Admin. Officers/Approving Officials	5/24
Financial Management for NIH Employees	5/25
Fellowship Payment System	6/1
Simplified Acquisition Refresher	6/5
Basic Time and Attendance Using ITAS	6/5
NIH Domestic Travel (NBS Travel System)	6/5
Professional Service Order	6/6
Purchase Card Training	6/7
Electronic Purchase Logs & Reconciliation Procedures	6/8
NIH Foreign Travel (NBS Travel System)	6/8
Tailored Foreign Travel	6/19
Scientific and Technical Writing	6/21



Dang To Give Asian American Heritage Month Lecture

As part of Asian and Pacific Islander American Heritage Month observances, the NIH-FDA Chinese American Association will sponsor a lecture by Dr.

Chi Dang on Tuesday, May 23 at 3 p.m. in Lipsett Amphitheater, Bldg. 10. He will speak on "Global Genomic Mapping of Myc Target Genes and Tumorigenesis." Dang is vice dean for research at Johns Hopkins University School of Medicine. He is a professor of medicine, pathology, oncology and cell biology with a joint appointment in molecular biology and genetics. He is a member of the NCI board of scientific counselors. He was elected to the Association of American Physicians and was president of the American Society for Clinical Investigation (2003). Dang has contributed to the understanding of the function of the Myc cancer gene, which has emerged as a central switch in many different cancers. He has defined the functional domains of the Myc transcription factor. His recent work focuses on the genetic program regulated by Myc, allowing this oncogenic transcription factor to elicit diverse cellular phenotypes. Through finding that Myc is able to activate the expression of genes involved in glycolysis, he has connected the Myc cancer gene to an age-old observation of altered sugar metabolism in cancers.

Tae Kwon Do Beginner's Class

The NIH Tae Kwon Do School is offering a beginner's class for adults and mature teens. New students are invited to begin classes on any Monday. The curriculum combines traditional striking arts, forms and sparring with emphasis on self-defense. No experience is necessary. Class will meet in the Malone Center (Bldg. 31C, B4 level, next to the NIH Fitness Center) from 6 to 8 p.m. on Mondays and Wednesdays (6 to 7 p.m. Fridays is optional), and will continue for about 2 months until participants can be integrated into the regular school training. Dues are \$40 per quarter and a uniform costs \$30. Interested persons are welcome to watch regular training sessions. For information call Pam Dover, (301) 827-0476 or visit <http://www.recgov.org/r&w/nihtaekwondo.html>.

Yoga Meditation Held Weekly

Sahaja yoga meditation class is held every Thursday at 7 p.m. on the third floor of the CRC, Rm. 1608 North. Sahaja yoga seeks to awaken inner energy called kundalini, and is offered for free and without obligation. The class is sponsored by the recreation therapy section of the rehabilitation medicine department. For more information contact Jasmin Salloom, (301) 402-5630.

volunteers

Healthy Adults Sought

NIH invites healthy adults to participate in a clinical study involving different vaccines and blood draws. Call 1-866-444-2214, or TTY 1-866-411-1010 for information. Participants will be compensated.

Healthy Volunteers Needed

NICHD is seeking healthy volunteers, ages 18-45, to participate in an investigational typhoid fever vaccine study (06-CH-0070) conducted at the Clinical Center. Compensation is provided. Call 1-866-444-2214 (TTY 1-866-411-1010).

Healthy Volunteers Recruited

Doctors at NIH are conducting a study that examines the tongue. Call 1-866-444-2214, (TTY 1-866-411-1010). Refer to study 01-CC-0044. Compensation is provided.

Diabetes and Kidney Disease?

Do you have diabetes type 1 or type 2 and kidney disease? If so, take part in an NIH study. Call 1-866-444-2214 (TTY 1-866-411-1010).

Do You Have PMS?

We need women with premenstrual syndrome to participate in research studies. To participate, you should be: experiencing mood changes related to your menstrual cycle; 18-45 years old with regular menstrual cycles; medication free, including oral contraception. Thorough diagnostic evaluation is provided. Evening clinic hours are available. Compensation is offered for participation. For information call Linda Simpson-St. Clair of NIMH at (301) 496-9576 (TTY 1-866-411-1010).

Children, Adolescents Needed

NIH invites healthy children and adolescents who are overweight to participate in a clinical study. Parents, call 1-866-444-2214, or TTY 1-866-411-1010, for information. Participants will be compensated.

Have Enlarged Gums?

Do you have enlarged gums and are you taking dilantin, cyclosporine or calcium channel-blockers? If so, take part in an NIH study. Call 1-866-444-2214 (TTY 1-866-411-1010).

HIV-Positive Volunteers

HIV+ volunteers 18 years of age and older who are off anti-HIV medications and who have a CD4+ count of 300 or greater are needed for a research study. All study-related tests and medications at the Clinical Center are provided at no cost. For more information on study 05-l-0123 call 1-800-444-2214 (TTY 1-866-411-1010). Se habla español.

Muscular Leg Pain?

If it is caused by blocked arteries and it occurs with activity but improves with rest call NIH at 1-866-444-2214 (TTY 1-866-411-1010) for more information on a new study.



OSE conference coordinator Terry Clark was honored at this year's conference.

NIH Research Zone: Easy Street for Teachers at NSTA

By Cynthia Delgado

At this year's 54th annual National Science Teachers Association (NSTA) Conference, more than 11,000 attendees had an easy stroll through the NIH Research Zone, collecting free educational resources offered by

the institutes and centers. Catering to kindergarten through college-level science teachers, the conference was held at a place touted to be the "newest and largest convention center on the West Coast," the Anaheim Convention Center in California.

For the second year in a row, NIH booths were grouped together to form an agency-specific aisle (the NIH Research Zone). After entering beneath the NIH banner, teachers could easily maneuver the area while gaining a more accurate sense of what NIH is. They typically left the zone gripping overstuffed goodie bags stamped with IC logos, and a poster or two wedged under their arms.

Numerous attendees thought that "the grouping of NIH resources made the zone one of the most important areas of the exhibit floor for meeting [the teachers'] needs," a NIDA representative noted. The zone also benefited exhibitors, making it easier to "refer people to other agencies for more appropriate information on their topics of inquiry." One great advantage of grouping the booths was that it gave NIH "a real presence at this huge meeting," said an NHGRI representative.

After 2 years of working with NSTA officials, NIH realized a small victory—the Research Zone is now listed on the 2007 exhibit application as a "preferred location," alongside other neighborhoods more prosaically named: chemistry/physics, space science, and life science. The preferred designation will make things much easier for IC conference planners who sign up for next year's event.

Office of Science Education conference coordinator Terry Clark was largely responsible for making the zone a reality, and was honored at this year's conference. She received NSTA's Outstanding Service Award. "We started this award to recognize individuals who go above and beyond in contribution to the Exhibit Hall," said an NSTA official. Clark hopes to expand the NIH Research Zone in the years to come.

Beyond an 'Open Door' Policy

CSR Tears Down Its Walls

By Bill Grigg

Last year, the Center for Scientific Review's new director declared an "open door" policy by taking his office door off its hinges and having it removed. Now, in a further effort, he has torn down the walls that separated him from other staff members and created what may be NIH's first full-fledged, wall-less director's office.

The result is an airy, welcoming suite where staffers feel they are working alongside each other and the director as well.

"The goal was to transform a director's 'castle' into an 'agora'—a democratic open space," director Dr. Toni Scarpa says. "It's designed to be an interactive space where everyone feels at home, with easy chairs, a small library area and an espresso machine." A native of Italy, he brought in the specialty coffeemaker to welcome visitors and staff.

"Plus," he adds, "an open office space is cheaper. Walls cost money. Separate vents and mixers for heating and air conditioning in each small office cost a lot."

Scarpa isn't talking about cubicles either—those padded office cells, the bane of Dilbert and his cartoon officemates, where *HR Magazine* estimates 70 percent of office workers spend their hours.

By contrast, an open-space office is a radical departure embraced initially by business innovators such as Motorola and Progressive Insurance. Open-space management offices are probably found in only about 10 percent of businesses and are even rarer in government.

According to a 2002 report of the National Federation of Independent Business, tearing down the walls eliminates "the psychological distance" between the various levels of a company or organization. "An open-space office brings everyone together," according to the report, enabling managers to make better decisions because they are in touch with day-to-day realities.

"Employees find it easier to approach managers with operational questions [and] are able to learn their jobs quicker and perform them better [while] managers themselves become more involved in the front-line activities."

The NFIB report adds, "Experience has shown that when upper-level management and other employees are sitting in the same general area, less time is spent by employees and managers alike on unproductive activities."

For conversations that may require privacy, the



new CSR space provides a small private office for anyone to use.

Beside the wall-less director's suite, other areas in CSR's offices in Rockledge II are being renovated more traditionally to accommodate a staff that outgrew its old offices as the number of grant applications has soared in recent years. Additional space changes are anticipated as electronic grant applications are phased in, with electronic R01 applications now planned for Feb. 1, 2007. Space now necessary to store multi-page applications will be converted to other uses or eliminated.

"Our wall-less offices, along with new Explorer staff awards for innovation and a new communications plan that encourages feedback and teamwork are efforts to revitalize and make more efficient the 60-year-old system of independent peer review we provide for NIH," said Scarpa. "As stewards and managers of peer review," he continued, "we at CSR should be open to new ideas that will help us give the best service to the people we serve—NIH, grant applicants and the public." 🗨️